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PREFACE

The papers included in this volume were for the most part addresses presented at the Semi-Annual Meeting of the Academy of Political Science held at the Hotel Astor, New York City, May 23rd, 1921.

While three sessions of that meeting were held, the papers naturally fall into two groups, as indicated in the Table of Contents of this volume.

In the first group belong the papers dealing with the problem of financial retrenchment and governmental reorganization which was the topic of the first session and with which have been included the brief introductory address of Senator Root and the address of President Harding at the luncheon meeting which was the second session.

With this group belong naturally the papers submitted by Senator Reed Smoot of Idaho, Hon. Herbert C. Hoover, Secretary of Commerce, Hon. Will H. Hays, Postmaster General of the United States, Mr. Walter F. Dodd, formerly Professor of Political Science at the University of Illinois and at the University of Chicago, and for many years connected in a research and expert capacity with various state governmental reorganizations, notably with that under Governor Lowden in Illinois and that in Ohio. These four gentlemen were unable to be present at the National Conference of the Academy, but they all had such intimate relations with the problems of the Conference and were so much in sympathy with its purposes that they willingly consented to make a contribution to the printed Proceedings of the Conference.

Senator Smoot has not only for a long time been recognized as one of the best informed legislators in the national government on questions pertaining to administration, but was at the outset the Chairman of the Congressional Joint Committee which is making an elaborate investigation of the problem of reorganization of the executive branch of the federal government and he will undoubtedly be the leader and chief spokesman in the Senate for whatever plan that Committee has to propose.

Mr. Hays has not only taken hold of the administrative problem in his own department of the Post Office but brings rare executive talents and new enthusiasm as one of the President's Cabinet Counsellors to the task of reorganizing, humanizing and making more efficient the work of the government as a whole.

Mr. Hoover's preeminence as an engineer as well as his well-earned national reputation for executive leadership give peculiar weight to his views on this problem. The Committee in charge of our Academy Conference was very glad to add the important contribution of these four gentlemen to the already notable list of papers which we are privileged to print in this volume.

That list already included the speakers at the first session with the exception of Professor Thomas I. Parkinson, whose interesting and valuable paper, on the new proposal of a department of public welfare, we have put in this volume in the second group of papers, although it deals fundamentally with the problem of administrative reorganization quite as much as with the problem of the new expenditure program. In like manner, it might have been equally logical to have put Mr. Herbert D. Brown's paper on "The Historical Development of National Expenditures" with the second group although we have left it in the first.

In the first group there will be found Professor Howard Lee McBain's brief but clear statement of the underlying factors and too oft disregarded considerations affecting the problem of governmental reorganization; also a statement of the carefully directed plans of the National Budget Committee by its Chairman, Mr. John T. Pratt, to whose leadership and recent efforts to arouse and enlighten public opinion so much of the present interest and practical achievements in Washington in the direction of a national budget system coupled with administrative reform is due.

Dr. Frederick A. Cleveland was a pioneer in this work even before he became Chairman of the President's Economy and Efficiency Commission, during the early years of the Taft administration. His exhaustive analysis both of the National Budget Committee proposal and the results of the Economy and Efficiency Commission's work, which has led him to make an alternative proposal, together with ex-President Taft's own statement of the problem and his keen and constructive criticism of Dr. Cleveland's proposals, make a contribution to this volume which it is hoped will prove practically useful to those who, like President Harding and many of his associates and subordinates, "in an immediate relation" find themselves "grappling with these problems".

The second group of papers deals with the national economy program and new expenditures and cover only the addresses delivered at the third session, to which is added Professor Parkinson's address at the first session on "A Federal Department of Public Welfare". On account of the limitation of time it was impossible at a single session to cover more than a few of the significant aspects of the new expenditure program of the government. Much descriptive material

dealing with recent national expenditures for shipping, shipbuilding, transportation and other emergency needs of the war period might have been added, but Mr. Leffingwell's excellent summary and almost exhaustive treatment of the principles underlying government expenditures and the peculiar problems of retrenchment will suffice to indicate the main lines of desirable and profitable inquiry and discussion with respect to expenditures. A few of the more pressing items of federal expenditure and of national concern, such as those for armament, public welfare, care of disabled soldiers and sailors, public health, public education, and transportation as the basic industry, are dealt with in this section by Messrs. Davis, Parkinson, Cholmeley-Jones, Dr. Snow, Messrs. Magill and Fitch. The whole subject of the expenditure program in relation to public economy is very ably outlined by Dr. Albert Shaw.

The luncheon meeting at which Senator Root presided and President Harding delivered his notable address on "Business in Government and the Problem of Governmental Reorganization" was perhaps the most representative and notable gathering in the history of the Academy. Approximately 1800 men and women, including many of the leaders in the various walks of professional life and the representative spokesmen of business, finance and science, assembled without party distinction, not only to welcome the President of the United States, but to express their keen interest and sense of the importance of the problems of government that transcend mere party responsibilities and affiliations. President Harding appreciated the significance of the occasion, received from the audience new encouragement and inspiration, inspired confidence and won new support in the difficult tasks to which he pledged his administration.

The thanks of the members of the Academy were very generally expressed to the Committee on Arrangements for this Semi-Annual Meeting in the forty-first year of the Academy's work. The President of the Academy served as Chairman ex-officio of this Committee and the other members were: Messrs. Nicholas Murray Butler, R. J. Caldwell, Joseph P. Cotton, R. Fulton Cutting, Edgar B. Davis, Elon Huntington Hooker, Adolph Lewisohn, Parker T. Moon, Alton B. Parker, John T. Pratt, William L. Ransom, Walter Rautenstrauch, Mortimer L. Schiff, Henry R. Seager, E. R. A. Seligman, Francis H. Sisson, Herbert B. Swope, Frank A. Vanderlip and Paul M. Warburg.

THE EDITORS.